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## A route to strategies



After reading a LinkedIn Pulse article by Murad Yousuf (Chief Enterprise Architect/PM/CTO) called "[A List of Goals Is Not a Strategy!](#)" I decided to write this article explaining my ideal route to strategies.

I agree with Murad but my approach is somewhat different to his. It is my assertion that the route to strategies lies along the following path of discovery:-

- 1) Objectives
- 2) Knowledge
- 3) Strategies

1) Objectives - Develop your objectives which are encapsulated (contained) by your:

- 1.1) Goals which are encapsulated by your purpose/aim/vision statement which is encapsulated by your 4 benefit statements, each of which are encapsulated by their appropriate value statements (11 in all). Once management agrees to the definitions of these 16 goals they can then identify their strengths (the most valued proposition or MVP - which is the value or values with the highest combined success factor of 75% or greater), weaknesses (the value or values with a combined success factor of between 50% and 54.9%), opportunities (the values with a combined success factor of between 55% and 74.9%) and threats (any value with a combined success factor of less than 50%). All of this can be achieved in a time frame of between 1 and 3 hours (depending on the size of the enterprise. To speed up delivery and in order not to waste major stakeholder's (Board member and Cx officers) valuable time, the 16 goals can be initially collated and distributed prior and a 30 minute meeting which can be set up between the 'enterprise/business' architect with each major stakeholder to clarify and rank the 11 values individually - starting with the Chair and/or the Managing Director (In the case of a Government this could be the titular head or President) followed by the CEO (Leader of the Government) and the top 15 Cx officers (Cabinet Ministers in a Government). The aggregation of the value factors could then be presented in a meeting (or a series of meetings, each lasting between 1 and 3 hours) of all (or the majority) of major stakeholders.
- 1.2) Measures. Once agreement is reached and the appropriate sign off is achieved on goals, meetings (lasting no more than 1 hour) can be scheduled with between 1 and 3 major stakeholders to establish the business measures (the key performance indicators and their subordinate performance indicators) starting with the weaknesses and threats identified in point 1. Each performance indicator can be categorised as being either an income or expense (operational or capital) issue thus delivering an initial budget. These meetings should be completed in a period lasting no more than 5 weeks.
- 1.3) A 1 to 2 hour presentation can be held to present the findings to the major stakeholders where the final document containing the business objectives can be signed off by the major stakeholders.

- 2) Knowledge - The business knowledge can now be identified by holding a series of planned 1 to 2 hour meetings with the operational managers reporting to the major stakeholders using the signed off measures as a the focus. These meetings should be completed in a period lasting no more than 5 weeks. The result of these exercises is the delivery of the corporate wide knowledge model containing all the questions DevOps will need to answer if they are to assist with the prioritised automation of the business requirements.
- 3) Strategies and tactics:
  - 3.1) Once the conceptual knowledge model is in place, it should take a strategic planning architect no more than 5 days to establish all the strategies (of which there should only be 5) and tactics (which will vary between 35 and possibly 100).
  - 3.2) A 1 to 2 hour presentation (or a series of presentations) can be held to present the findings to the major stakeholders where the final document containing the business proof of concept can be signed off by the major stakeholders.

The total elapsed time between starting this planning process and sign off of the business proof of concept should be no more than 3 to 4 months.

Without a powerful AI engine that encapsulates all the artifacts mentioned in my article, this time frame may never be achieved.

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